

DoD

“TO-BE”

END-TO-END PROCUREMENT

PROCESS MODEL

GAMEPLAN

REVISION B

MARCH 10, 1999

Background

In the Department of Defense (DoD) "To-Be" procurement process environment, numerous electronic systems will be in place, being deployed, or under development to support paperless procurement in the 2000-2001 timeframe. Some of these systems include: the Standard Procurement System (SPS), Defense Procurement Payment System (DPPS), Shared Data Warehouse (SDW), DFAS Corporate Database (DCD), Defense Accounting System (DAS), and the Defense Standard Disbursing System (DSDS). The interoperability of these systems, with appropriate interfaces and linkages to all functional areas and systems involved in procurement (acquisition management, contracting, finance, information management, and logistics), is essential for achieving a paperless contracting environment within DoD.

To assist in defining interfaces and data transaction requirements, a detailed model of the future "To-Be" electronic procurement process is needed. The Paperless Contracting Working Integrated Process Team (PC WIPT) led an effort to develop an "As-Is" model of the contracting process. This "As-Is" model will be the departure point for developing the "To-Be" model.

A team has been formed to develop the "To-Be" Procurement Process Model. The team includes representatives from the Military Services, Defense Finance and Accounting Service (DFAS), Defense Logistics Agency (DLA), and DCMC. A Defense Reform Initiative Directive (DRID) for this activity was signed by the Deputy Secretary of Defense on December 9, 1998. Prior to the DRID, a memorandum was issued by the Director of Defense Procurement on September 22, 1998, to "jump start" this effort. A "Kickoff" Meeting was held at DCMC on October 8, 1998 and the results of that meeting were incorporated into the original Gameplan dated October 22, 1998. As this effort has unfolded, we have made several revisions to the strategy for conducting this effort and these revisions have been incorporated into this revised Gameplan.

Overview

The DoD "To-Be" End-to-End Procurement Process Model will assist the Military Services and Defense Agencies by providing a "roadmap" of critical system linkages and interfaces, along with the associated data transactions, for a paperless procurement system. The Process Model will also assist developers of the major electronic systems (SPS, SDW, DPPS, DCD, DAS, and DSDS) in defining overall process flows and inputs and outputs for their systems. The Process Model will be developed over a 120-day period and will be generated in the following phases:

Phase 1 – "To-Be" Procurement Process Model Vision/Template

Phase 2 – "To-Be" Procurement Process Model Development

Phase 3 – Detailed “To-Be” Procurement Process Model Development
Phase 4 -- Model/System Cross-Walk Validation
Phase 5 -- Outbrief Development and Summation

Subject Matter Experts (SMEs) from the Military Services and Defense Agencies in the areas of contracting, financial management, acquisition management, information management, and logistics will participate in building the detailed Procurement Process Model. Separate “visioning” and model development sessions will be conducted for the following procurement areas:

- Area 1 -- Major Weapon Systems
- Area 2 -- Operations Support (Spares)
- Area 3 -- Services
- Area 4 -- Information Technology
- Area 5 -- Construction and Architecture-Engineering
- Area 6 -- Health Care
- Area 7 -- Science and Technology
- Area 8 -- Fuels

A “core” DoD End-to-End Procurement Process team will be formed with membership consisting of a contracting and financial management lead from each service and DLA, as well as members from DFAS and DCMC. The “core” team will be responsible for developing the “To-Be” Procurement Process Model and the end products identified below. It will be co-chaired by Mr. Ken Sweitzer, Deputy Director for Contract Pay and Disbursing (DFAS) and Mr. Mike Williams, Chief, Paperless Contracting Center (DCMC).

A Senior Leadership Review Group consisting of Maj Gen Timothy P. Malishenko, Commander, DCMC, and Mr Gary Amlin, Director, DFAS, will oversee this activity and conduct periodic progress reviews.

A web-page has been established at <http://www.dcmc.hq.dla.mil/Centers/paperless/e2e/Index.htm> to provide up-to-date information on this effort’s progress and status. Source material, end products, and additional details concerning each phase of this effort (locations, agendas, presentations, etc.) will be posted to the web-page throughout this project.

Approach

The following gameplan summarizes the sessions to be conducted, the participants involved, and the expected outcomes (end products) for each session.

Phase 1: “To-Be” Procurement Process Model Template Development

Purpose: Given DoD strategic direction and business requirements, current operational concepts and legacy architecture, technology trends and future systems, and the previously developed “As-Is” procurement process model:

- Review the “As-Is” model for “To-Be” applicability
- Confirm conceptual systems architecture and legacy system capabilities
- Characterize the “To-Be” procurement process (i.e., answer what, when, why, how, and who for all steps in the process) for each of the eight procurement areas
- Integrate the eight procurement area “To-Be” process maps into one integrated “To-Be” framework
- Create Template “To-Be” procurement process model (i.e., process decomposition and high-level process map)

End Products: -- Template “To-Be” Procurement Process Model

Participants: **Core Group** (Team Members – see attachment 1)

System Developers (SPS, DPPS, SDW, and DCD)

Functional and Systems Experts (SMEs – see attachment 2)

Schedule: **November 17-19, 1998** (3-day session)

Location: **Radisson Plaza Hotel at Mark Center**

Phase 2: “To-Be” Procurement Process Model Development

Purpose: Given the “To-Be” procurement process model template developed in Phase 1:

- Expand the depth of the model template identifying roles, processes, high-level information requirements, and business interfaces
- Create a cross-walk from the processes to the “To-Be” electronic systems
- Assess capability/performance needs

End Products:

- More detailed “To-Be” Procurement Process Model
- Process to System cross-walks
- Potential needs

Participants: **Core Group** (Team Members – see attachment 1)
Functional and Systems Experts (SMEs – see attachment 2)

Schedule: **December 8-10, 1998** (3-day session)

Location: **Radisson Plaza Hotel at Mark Center**

Progress Review: **January 22, 1999**

Phase 3: Detailed “To-Be” Procurement Process Model Development

Purpose: Given the more detailed “To-Be” procurement process model:
-- Create a detailed cross-walk of processes to systems
-- Analyze capability and performance needs
-- Identify paperless system/architecture requirements

End Products: -- Final, Detailed “To-Be” Procurement Process Model
-- Final Process to System cross-walk
-- List of Requirements/Enhancements needed for paperless procurement process

Participants: **Selected Systems Experts** (SMEs – see attachment 2)
System Developers (SPS, DPPS, SDW, and DCD)

Schedule: **January 5-7, 1999** (3-day session)
January 25-27, 1999 (3-day session)
February 16-17, 1999 (2-day session)

Location: **DLA Headquarters, Ft Belvoir VA**

Phase 4: Model/System Cross-Walk and Validation

Purpose: Given the final, Detailed “To-Be” procurement process model and cross-walk developed in Phase 3:
-- Meet with System developers to review findings
-- Validate model accuracy
-- Assess identified requirements/enhancements

End Products: -- Validated “To-Be” Procurement Process Model and Cross-walk
-- List of recommended changes/issues/actions

Participants: **Core Group** (Team Members – see attachment 1)
System Developers (SPS, DPPS, SDW, and DCD)

Schedule: **March 3-4, 1999**

Location: **Springfield Hilton Hotel**

Progress Review: **March 18, 1999**

Phase 5: Outbrief Development and Summation

Purpose: Given the validated “To-Be” procurement process model and cross-walk:
-- Document findings
-- Assemble recommendations/action items

End Products: -- Executive Level Briefing
-- List of recommended changes/issues/actions

Participants: **Core Group** (Team Members – see attachment 1)
Functional and Systems Experts (SMEs – see attachment 2)

Schedule: **March 25, 1999**

Location: **TBD** (most likely Springfield Hilton Hotel)

Progress Review: **TBD** (Progress Update with Senior Leadership Review Group)

ATTACHMENT 1

Core Group (Team Members)

DoD End-to-End Procurement Process Model

Co-Chairpersons

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Members

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ATTACHMENT 2

Functional and Systems Experts (SMEs)

To support the development of a detailed End-to-End Procurement Process Model that addresses the needs of each procurement area and functional community, we need SMEs that have in-depth knowledge of the functional requirements in each area and that can adequately represent their Service or Agency. The following is a matrix of SME requirements:

	Major Weapon Systems	Operations Support (Spares)	Services	Information Technology	Construc tion	Health Care	Science & Technolog y	Fuels
Contracting								
Financial Management								
Acquisition Management								
Information Management								
Logistics								

Each Service (Army, Navy, and Air Force) and Defense Logistics Agency should provide a representative(s) in each matrix area. Also, we need different types of expertise during the model development process as follows:

Phase 1 – Model Template Development

Phase 1 requires SMEs that are knowledgeable in the process flow. During Phase 1, we will be defining information and data element types that are required inputs and outputs throughout the procurement process. This process flow will be consolidated into an integrated Procurement Process Model template that addresses each of the procurement areas and can be expanded into the detailed Procurement Process Model.

Phases 2 and 3 – Process Model Development

Phases 2 and 3 require SMEs that are knowledgeable in the specifics of the information and data element types (formats, nomenclature, data element descriptions, etc.). During these phases, we will be expanding the Procurement Process Model template to address system interface requirements, data dependencies, and system performance requirements. For Phase 3, we will use a smaller, condensed group of SMEs to expedite model development.

Phase 5 – Summation and Outbrief

SMEs from Phases 1-4 and others for final results and comments.